



northern
beaches
council

MEMOS

NORTHERN BEACHES COUNCIL MEETING

TUESDAY 19 MAY 2026

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To: Councillors
From: Executive Manager Governance & Risk
Date: 12 May 2026
Subject: Memo – Additional information in relation to agenda items
Record Number: 2026/268966
Attachments: 1 Guideline - Community Rental Subsidy

In accordance with clause 3.32 of the Model Code of Meeting Practice the following additional information was provided that was not publicly available.

10.1 Public exhibition – Draft Disability Inclusion Action Plan 2026-2030

Additional information provided to councillors was:

Staff living with disability

In 2026, 38 employees who have worked at Council for 0-5 years, have self identified as living with a disability, chronic medical condition, and/or neurodiversity.

Staff education

Staff involved in communications continuously undertake training / learning via various industry formats in writing to improve web accessibility, writing for multi-cultural audiences, creating inclusive content and other self-led creative writing development programs.

International standards such as the Web Content Accessibility Guidelines (WCAG) are used to ensure web content is accessible to all users.

The NSW Accessibility Guidelines Easy Read/Digital NSW are followed to promote inclusive participation in engagement.

A new supporting guideline for staff across the organisation is in development and will be used as a training tool for staff with advice on engaging and communicating with people with disabilities, youth, and multicultural communities in our area.

Promotion of the production of an easy read option for projects and strategies where appropriate.

Produced Easy read documents

- Community Strategic Plan 2040
- Disability Inclusion Action Plans (DIAP)
- Open Space and Recreation Strategy
- Conservation Zones Review
- Youth Action Plan
- Library Strategic Plan
- Waste Strategy
- Multicultural Inclusion Plan

- North Narrabeen Reserve POM
- Mona Vale Beach South POM
- Seaforth Oval POM
- Governor Philip Park POM
- Better Together

Documents such as the Delivery Program / Operational Plan and budget have not historically been produced in an Easy Read format given the significant volume of tabulated data. Access to this information is supported through the use of fact sheets, captioned videos, structured Your Say page to enable assistive technology.

13.4 Public Exhibition - Community Rental Subsidy Policy

A copy of the internal Guideline – Community Rental Subsidy is provided at Attachment 1 in relation to this report.



Guideline **NB-G-XX** (numbering provided by Governance) Community Rental Subsidy

Purpose

This Guideline supports the implementation of the Community Rental Subsidy Policy NB-P-XX by outlining the procedures and criteria for assessing eligibility, determining rental subsidies, and managing the occupation of Council's community assets.

The Guideline provides a consistent and transparent framework to ensure that community assets are allocated and managed in a way that maximises community benefit, promotes equitable access, and supports Council's strategic objectives.

Detail

1. Application

This Guideline applies to community assets that are leased or licensed to eligible not-for-profit organisations.

It does not apply to:

- Commercial or for-profit organisations
- Casual or short-term hire arrangements
- Assets excluded under the Community Rental Subsidy Policy

Where assets include both commercial and non-commercial components, only the non-commercial portion is eligible for consideration.

Facilities associated with specialised land uses (e.g. golf courses, bowling clubs, tennis clubs) are excluded unless otherwise determined by Council.

2. Management of Community Assets

Council manages community assets to maximise utilisation and community benefit.

Shared use arrangements are prioritised wherever possible.

To ensure compliance with Section 47D of the *Local Government Act 1993*, which prohibits the exclusive use or occupation of community land except through a formal lease, licence, or other approved estate arrangement; occupation is formalised through:

- **Licences (preferred):** non-exclusive use supporting shared access.
- **Leases:** exclusive use, supported only in exceptional circumstances where justified by community benefit or operational need.

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3. Allocation and Agreements

The allocation of space within community assets will be undertaken through a fair and equitable process that considers both existing users and emerging community needs. Opportunities for shared use will be prioritised where appropriate.

Exclusive use is limited. When space becomes available, all applications are assessed based on community benefit and asset utilisation to determine the most appropriate arrangement.

4. Renewal of Agreements

Existing agreements will remain in place until their expiry. Where appropriate, Council may encourage a transition to new arrangements that align with the Community Rental Subsidy Policy where this is considered to deliver greater community benefit.

A review of each agreement will be undertaken within the final 24 months of the term. This review will consider the level of utilisation of the asset, the extent of community benefit being delivered, opportunities for shared use, alignment with Council's strategic objectives, and any changes in community needs. The financial capacity of the organisation will also be considered as part of this review.

Rental levels will be reviewed as part of this process. Where a review results in a significant increase in rent, Council may, at its discretion, phase the increase over 24 months or an appropriate period.

Council acknowledges that some organisations have historical associations with community assets and may have contributed either financially or in-kind to their development. However, such contributions do not confer ongoing or preferential access, and Council will continue to promote shared use where feasible.

5. Maintenance, Improvements and Presentation

Responsibilities relating to maintenance, improvements and presentation of community assets are detailed in the relevant lease or licence agreement. The following general principles apply unless otherwise specified in an individual agreement:

- Council is responsible for the external structural integrity of community assets.
- The tenant is responsible for the internal maintenance and day-to-day upkeep of the facility or area that they occupy.

Maintenance responsibilities may vary depending on the nature of the tenure arrangement. For example, responsibilities may differ where a community group holds a ground lease compared to a lease or licence for a specific building or premises. The agreed responsibilities will be clearly outlined in the relevant agreement.

Where a community group proposes to undertake any alterations, improvements or additions to a Council asset or facility, prior written owner's consent from Council must be obtained. Where multiple groups are licensed to use the same facility, responsibility for maintenance and contributions toward shared costs will be apportioned on a pro-rata basis, as determined by Council and documented in the relevant agreements.

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At the conclusion of a lease or licence term, the user group is responsible for returning the facility or asset to a standard acceptable to Council, in accordance with the conditions set out in the relevant agreement.

Any structural modifications, additions or improvements undertaken with the prior written consent of Council will, unless otherwise agreed in writing, become the property of Council as owner of the facility upon installation or at the expiry of the agreement.

The preparation, lodgement and management of any required Development Application(s), including all supporting documentation, specialist reports, consultant fees and associated costs, are the sole responsibility of the user group, unless otherwise agreed in writing by Council.

6. Outgoings

Outgoings associated with the use of a community asset are generally the responsibility of the occupant unless otherwise specified in the agreement. These may include:

- Utilities such as gas, electricity and water consumed in or on the premises.
- Other charges and impositions by a public utility or authority for any service supplied to the premises.
- Commercial waste, sanitary, sewage trade waste (including grease traps) and cleaning charges.
- Other services including, but not limited to, rubbish removal, garden maintenance etc.
- Any land tax assessed on, or levied in respect of, the premises.
- Insurance premiums (where applicable).
- Council Rates and statutory charges (if applicable).

This is not an exclusive list and there may be other outgoings that relate to specific buildings and or uses. The full list of attributable costs will be documented in the lease/licence agreement.

Where a facility is shared, the outgoings will be apportioned between users. Where agreement cannot be reached, separate metering or other arrangements may be required at the tenant's expense.

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7. Determining Market Rent

For each community facility, Council seeks to recover either all or a proportion of the total operating costs of that facility. For a leased or licensed property, Council seeks to obtain Market Rent, with a Council rental subsidy applied where applicable.

Market rent is determined based on 5% of the building's replacement value, with valuations undertaken at regular intervals, generally every 3 years. In circumstances where the replacement value is considered to distort the rental outcome, such as for high-cost or specialised buildings, Council may obtain an independent market valuation or apply an alternative method to ensure a reasonable and equitable result.

8. Provision of Rental Subsidies

Council may assist community groups by providing a rental subsidy. The rental subsidy will be for period specified in the formal agreement.

As an initial step, Council will confirm that the organisation is eligible and that its activities deliver a community benefit aligned with Council priorities. Council will also consider the organisation's financial capacity, including its ability to generate revenue and access funding. Where an organisation demonstrates a strong capacity to pay market rent, Council may determine that no subsidy should apply.

The extent of the rental subsidy will be determined according to Council's objectives and using the established criteria which form part of this Guideline – refer to Appendix 1 and 2.

The level of subsidy will be reviewed at the expiry of a lease or licence term, or if there is a material change in circumstances for the tenant.

The level of subsidy applied will reflect the outcome of this assessment and will be proportionate to both the level of community benefit delivered and the organisation's capacity to contribute to the cost of the asset.

Where applicable, adjustments may be made to reflect shared use arrangements or capital contributions made by the organisation. Subsidies will be reviewed at the expiry of an agreement or where there is a material change in circumstances.

9. Term of Agreements

Council will, at its sole discretion, determine the terms including length of the agreement, appropriate to the individual situation, on a case-by-case basis. Agreements will typically not exceed 5 years. Longer terms may be considered where an organisation is able to demonstrate a significant level of capital investment or ongoing financial commitment, and where a shorter lease term would reasonably inhibit that investment.

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10. Provision of Information

Community groups and organisations using Council's community assets may be required to report annually on performance indicators in relation to the facility and the group's activities. User groups may also be asked to provide audited financial statements and data relating to usage and participation. Information provision requirements will be detailed in the agreement.

Council expects the highest standards of probity, transparency and accountability in the management of its community assets, and failure to comply with agreed information requirements may be considered a breach of the relevant agreement.

11. Definitions

- **Community Assets** – Council owned buildings / assets (excludes sports grounds, parks and other open spaces) which are used by community-based not-for-profit groups to provide and organise recreational, cultural, sporting and community service activities. They are often, but not always, situated on Council land, public open space or Crown land for which Council has long term management responsibility. Examples include sports amenities buildings, clubhouses, community centres, childcare centres and other buildings occupied by various community groups.
- **Council** – Northern Beaches Council.
- **Crown** – the Crown in right of the State of New South Wales.
- **Crown Land** – land that is vested in the Crown.
- **Lease** – a contractual agreement enabling exclusive use over a particular piece of land for a specified term and purpose.
- **Lessor / Licensor** – Northern Beaches Council.
- **Licence** – a contractual agreement enabling non-exclusive use over a particular piece of land for a specified term and purpose. It does not grant exclusive possession of the land, as is the case with a lease, and permits the land to be used by other entities / groups.
- **Market Rent** – the rental expected from a site – set at 5% of Council's current replacement value of the building as valued every 3 years.
- **Outgoings** – all costs and expenses assessed, charged, imposed, levied, paid or payable by the Lessor / Licensor in relation to the premises.
- **Subsidy** – the difference between what would be the current Market Rent and deductions made for community benefit, community usage and the amount of capital contribution.
- **Tenant** – an organisation who occupies land and/or buildings owned by Council.

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Scope and Application

This Guideline applies to all employees and officers of Northern Beaches Council, including contractors and volunteers, involved in the management, allocation and administration of community assets.

References and Related Documents

- Community Rental Subsidy Policy (NB-P/D-XX)
- Policy Framework
- Lease and Licence Agreements
- Council Fees and Charges

Responsible Officer

Executive Manager Property Buildings & Beach Services

Review Date

2030

Revision History

Policy number	Date	Detail	TRIM #
Allocated by Governance		Governance review	
		Legal Review	
		le Draft Guideline Review, Endorsed by Chief Executive Officer / Chief Executive Team	

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APPENDIX ONE

Criteria for determining level of community rental subsidy

Step 1:

The current replacement cost of the building is established.

A rate of 5% is applied to reflect the rental return expected from the asset.

Step 2:

Subsidy Points are calculated for the group using the table below.

From the number of points scored, a % subsidy is derived which represents the community discount ranging from 0 - 97.5%. – noting the majority of subsidies fall within the range of 80-90%).

Step 3:

This discount is then applied to the Market Rent which becomes the community benefit rental subsidy.

Step 4:

Where the group does not have exclusive use of the facility, a further discount is applied according to the % availability of the facility to the community / other users.

Notes:

As the subsidy is calculated based on a building replacement cost, it can result in an excessive rental where the replacement cost exceeds \$2 million (e.g. due to design implications including bushfire compliance etc). Therefore, where a building has a replacement value exceeding \$2 million, Council at its discretion may choose to obtain an independent market rental valuation and apply a level of subsidy on a case-by-case basis. This avoids disproportionately high rentals in comparison to similar buildings which have a lower replacement value.

A further discount is applied for an existing or new building dependent on the % of capital contribution the club has made within the past 10 years.

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**APPENDIX TWO
Points for determining Community Benefit Subsidy**

Criteria	4 points	3 points	2 points	1 point
Structural Integrity	Assumes full responsibility for long-term structural maintenance of building.	Makes a substantial contribution to long term structural maintenance of building.	Makes a limited contribution to long term structural maintenance of building.	Council retains full responsibility for structural maintenance of building.
Reactive & Ongoing Maintenance	Responsible for all internal & external reactive maintenance as detailed in licence / lease.	Responsible for the majority of the internal & external reactive maintenance as detailed in licence / lease agreement.	Responsible for some internal & external reactive maintenance as detailed in licence / lease agreement.	Does not take any responsibility for internal & external reactive maintenance.
Extent of Service Provided	Service benefits a broad cross-section of the LGA community (approx. more than 40%).	Service is significantly used by number of specific sections of Northern Beaches community.	Service benefits a limited number of users but contributes to a broader service network.	Service benefits a small or narrow user group only.
Accessibility of Facility	Facility is widely accessible and supports multiple user groups and access by the broader community.	Facility is generally accessible to other users groups and the broader community.	Facility has limited access for other users.	Facility is primarily exclusive use with minimal or no broader access.
Number / Type of Service Providers	Service is unique or not otherwise available within the LGA.	One of a small number of providers meeting an identified community service or recreational need.	The organisation is one of multiple providers delivering a similar service, and/or the service addresses a lower-priority community or recreational need against Council-identified targets.	Service is widely available from numerous providers, with strong market coverage, and is not a priority focus within Council-identified targets, with existing provision already meeting or exceeding community need.
Ability to Charge Fees & Raise Income	Limited or no ability to raise revenue.	Some ability to raise revenue and charge fees which may be varied to reflect ability of clients to pay.	Moderate ability to generate revenue through fees, activities or sponsorship.	Strong ability to generate revenue and essentially operates on a commercial basis.

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**ATTACHMENT 1 : GUIDELINE - COMMUNITY RENTAL SUBSIDY - ITEM MEMO - NORTHERN BEACHES COUNCIL
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Criteria	4 points	3 points	2 points	1 point
External Funding	No access to external funding sources.	Limited external funding (up to 5% of total operations).	Moderate external funding - State, Federal and/or Local funding (5-30% of total operations).	Significant external funding - State, Federal and/or Local funding (greater than 30% of operations).
Competition with Commercial Providers	Primary service does not compete with commercial providers.	Minor elements of the service compete with commercial providers.	Service competes with commercial providers but offers a differentiated or community-focused outcome.	Service is directly comparable to commercial offerings.
Impact on Council Service Provision	Without this service, Council would need to directly provide the service.	Service reduces demand on Council services.	Service is not core to Council but could be delivered if required.	Service is not a function typically delivered by Council.
Organisational Status and Structure NOTE: Organisations can be affiliated without decrease in points	The organisation is Northern Beaches LGA based; stand alone; and not-for-profit. It has a voluntary management committee, comprised mainly of local area representatives.	The organisation is Northern Beaches LGA based; has a regional focus; is stand alone and not-for-profit. It has a voluntary management committee, comprised partly of local area representatives.	The organisation is a Northern Beaches LGA service, outlet or project that is part of a larger not-for-profit organisation. It has a voluntary advisory committee, comprised partly of local area representatives.	The organisation is a Northern Beaches LGA based service, outlet or project that is part of a larger not-for-profit organisation. There is limited, or no local area representation on the advisory committee or similar.
Capacity to Undertake a Range of Administrative and Management Responsibilities	Relies primarily on volunteers to deliver services and manage operations.	Paid staff undertake some administrative and management functions and assist volunteers with other tasks.	Staff undertake most administrative and management functions with additional assistance provided by an umbrella organisation.	Umbrella or external organisation undertakes most administrative and management functions.
Social and Community Benefit	Service is unique and specific and meets a high level of need or service meets identified social / community need, with most services users from a low socioeconomic background.	Service meets identified social / community needs with users from a range of socioeconomic backgrounds.	Service meets a broad social / community need.	Service is valued by the users but is not focused on meeting an identified social / community need.

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APPENDIX THREE

CALCULATING THE LEVEL OF SUBSIDY:

a) Community Benefit Subsidy (CBS)

CATEGORY	Category A	Category B	Category C	Category D
Points Range	40-33 points	32-23 points	22-13 points	12 points
Subsidy Range	90% to 97.5%	50% to 90%	1%to 50%	No subsidy

Points to subsidy % table

Category	Points	subsidy %
D	12	0
C	13	1.0%
C	14	6.5%
C	15	11.9%
C	16	17.4%
C	17	22.8%
C	18	28.3%
C	19	33.7%
C	20	39.2%
C	21	44.6%
C	22	50.1%
B	23	54.1%
B	24	58.1%
B	25	62.1%
B	26	66.1%
B	27	70.1%
B	28	74.1%
B	29	78.1%
B	30	82.1%
B	31	86.1%
B	32	90.0%
A	33	91.0%
A	34	92.0%
A	35	93.0%
A	36	94.0%
A	37	95.0%
A	38	96.0%
A	39	97.0%
A	40	97.5%

b) Community Usage Subsidy (CUS)

The Community Usage Subsidy reflects the proportion of the facility available for shared community use. Greater shared access will result in a higher subsidy.

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c) Capital Contribution Subsidy (CCS)

In a small number of past cases, certain clubs have provided a capital contribution, with a corresponding discount applied to the community usage subsidy based on the proportion of the group's investment in the community asset.

For past contributions, the following is used:

0-10 years previous	x% contribution = 50% of the x% reduction applied
10-20 year previous	x% contribution = 25% of the x% reduction applied
Greater than 20 years previous	No rental reduction applied

For new contributions

x% contribution = x% rental reduction to a maximum of 80% for 5 years.

Rent expressed as a formula

Community Subsidised Rent = Market Rent x CBS (a) x CUS (b) x CCS (c)

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